

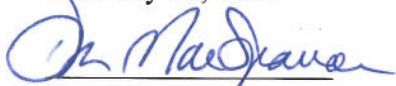
**Washington State Homeland Security Section  
Information Bulletin**

**HLS-IB-2007-002**

**Subject: Performance Measures**

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**Approved:**

  
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**Table of Contents**

- I. Introduction.**
- II. What are Performance Measures?**
- III. How can you write effective Performance Measures?**
- IV. What do you measure?**
- V. How do you establish your starting point or baseline?**
- VI. What are some examples of good performance measures?**

**I. Introduction.**

The Department of Homeland Security is increasingly asking for performance measures to assist in measuring the success of activities and projects supported with DHS funding. The Homeland Security Section of EMD is providing this information bulletin as a result of this trend to assist local governments, state agencies and tribes in drafting performance measures. FFY2007 EMPG and HLS contracts will include performance measures in their scope of work.

**II. What are Performance Measures?**

Performance measurement is a tool to help understand and manage the outcome of activities. Performance measures are always tied to a goal or an objective and they measure how well that objective was achieved. They should indicate how you will measure meeting your objective, when your objective will be measured, and who will do the measurement. A performance measure is composed of a number and a unit of measurement. The number tells us a magnitude (how much) and the unit gives the number a meaning (what). Performance measures can be represented by units such as hours, dollars, number of reports, number of people, percentage of completion, length of time to develop software, etc. The goal of a performance measure is to understand and determine the success of the activity.

### **III. How can you write effective Performance Measures?**

Before writing a performance measure you must first know what you are measuring. This involves developing a project, setting objectives, and developing an action plan for that project. An effective performance measure should indicate: Who or what is impacted? How and When are they impacted? What is the desired outcome? How is it measured? And when will the project be complete? The performance measure should avoid broadness in scope and be specific enough to tie to the deliverable.

### **IV. What do you measure?**

Performance measures should reflect your activity and deliverable to determine if and how it was successful. For example, if the deliverable is to conduct 20 ICS courses, you may look at the number of ICS courses conducted, number of people trained, or percent of trainings completed during the performance period to determine if your objective has been met.

### **V. How do you establish your starting point or baseline?**

Baseline data makes it possible to measure the success of your deliverable by providing the starting point for your activity. If a baseline isn't already defined you might want to consider initiating an assessment. An example could be if the deliverable is to conduct ICS training to first responders: How many first responders are there? How many are already trained? How many do you plan to train? Your baseline or starting point would be the first responders that have already been trained and the number that need to be trained. From your assessment of how many need training, you would set an objective of how many you want to train during the performance period.

### **VI. What are some examples of good performance measures?**

Below are some examples of what a performance measure could look like:

#### **1. If the activity/objective was to:**

Review the Comprehensive Emergency Management Plan (CEMP) and supporting Emergency Support Functions (ESFs).

#### **The Performance Measure could be:**

100% of the CEMP is updated and approved.

#### **2. If the activity/objective was to:**

Develop a Hazard Mitigation Plan to lessen the impacts of disasters in the community that takes into account results of hazard identification and risk assessments, analysis of impacts of each hazard, and experiences in the jurisdiction.

#### **The Performance Measure could be:**

75% of the Hazard Mitigation Plan is completed.

**3. If the activity/objective was to:**

Participate in the design, conduct and evaluation of an exercise that adequately tests specific grant allowable capabilities.

**The Performance Measure could be:**

One full scale exercise is conducted.

**4. If the activity/objective was to:**

Conduct a public disaster education program for the inhabitants of the community.

**The Performance Measure could be:**

1500 Public Education brochures are printed and distributed to citizens at county fair.

**5. If the activity/objective was to:**

Expand the existing CERT program to enable community members to be more self-sufficient during a disaster.

**The Performance Measure could be:**

Twenty new CERT volunteers are recruited and trained.

There are a number of resources to guide you in performance measurement and we are always available to assist you with the process. If you should have any questions please contact the appropriate Grant Program Manager or Program Assistant, Kyle Herman, (253) 512-7461, [k.herman@emd.wa.gov](mailto:k.herman@emd.wa.gov).